

# Projecting and Forecasting Jail Populations: Trempealeau County Future Jail Populations

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## Project Background:

In late March, 2018, Sheriff Richard Anderson contacted Tom Weber to explore providing Technical Assistance (TA) to Trempealeau County regarding data and information gathering for the Trempealeau County Jail. Sheriff Anderson was familiar with Tom through a previous TA project provided in Trempealeau through the National Institute of Corrections. During that work, Tom assisted by providing a Local Justice System Assessment and in forming of the Criminal Justice Coordinating Council (CJCC). The current services requested by Sheriff Anderson focused primarily on trying to establish a logical and defensible prediction for the number of future Trempealeau County Jail beds. Trempealeau County would use this early information as part of either a Jail Needs Assessment process or in conceiving a new jail design. In either case, the project would involve a historical review of the use of the jail which would be used to allow for a projection of jail beds needed in the future. The scope of this current project is limited to analyzing the data elements needed for this historical view, confirm the validity of the data with the Jail Administrator, and then create data spreadsheets and charts that can present a view of both the past and the predicted future of the jail bed usage. It should be noted that this project is being completed without the benefit of having a formalized Jail Planning Team (JPT) to help manage the process, as a planning team has not been appointed yet. In doing so, the outcomes of this project lacks the input and commitment from these same potential jail planning partners which may impact outcomes needed for long term jail planning. In a typical jail planning process, a JPT would be appointed and would work with a TA provider throughout the data gathering and analytical process. This would allow for a constant exchange of ideas and direction, as needed. Throughout this report, limitations or assumptions that are required for the projections to hold true will be provided.

## Project Methodology:

Some of the primary considerations in attempting to project and then forecast the Trempealeau County Jail future jail populations revolve around some key questions. While no one is able to predict the future with 100% certainty, we can attempt to look into the future and draw some logical and defensible conclusions based upon the information we now know. The process also calls for using information that we either have reason to believe will occur, or can reasonably assume will occur in the future, and that it will have some impact on certain populations in the jail. All of this is done with the idea that a new jail should at a minimum, accommodate space for inmates for the next ten years.

As the old saying goes, the best predictor of the future can be the past. Taking a more global and historical view of the jail data, and then agreeing and setting the standards for past local trends is key to the population forecasting exercise. For this Trempealeau County project, there has been jail data collected from 2008 to 2018. In using that data, the critical issue in establishing trends is to determine what amount and age of the historical data is relevant to current and future trends. This will become clearer throughout the report. Special thanks to Captain Tonya Niederkorn for all the effort she invested in the data collection process.

As part of this work, a recommendation will be made to create a JPT to continue moving the study or the project forward. In conducting this general trend setting exercise, a JPT will want to look at which specific sub-populations of the overall jail population will most likely be impacted by some event or new policy, procedure or law in the future. For instance, the starting point in analysis is by total jail populations, broke down to male and female, then by

maximum, medium, and minimum classifications. There are also special populations to consider, such as; mental health, suicidal, discipline holds, Huber inmates, and those drug dependent to name a few. All of these special populations cause operational issues for a jail.

**A task and consideration for the Trempealeau County JPT, is to determine which inmate sub- populations are likely to have an increasing or a decreasing impact on the future jail population, and the jail operation.**

Another consideration for the JPT is whether or not to continue to incarcerate Huber inmates, which are traditionally very low risk and needs offenders allowed work release, at the past rate levels. Lower level classified inmates, especially those charged or convicted of misdemeanors, and allowed out of jail for extended periods of time already, present less risk and needs and may be the most appropriate group to consider for jail diversion in the future. This could mean diverting this type of inmate to home confinement as part of an overall strategy to reduce the consumption of future jail or Huber Law beds. This may have a measurable impact to overall jail bed demands in the future.

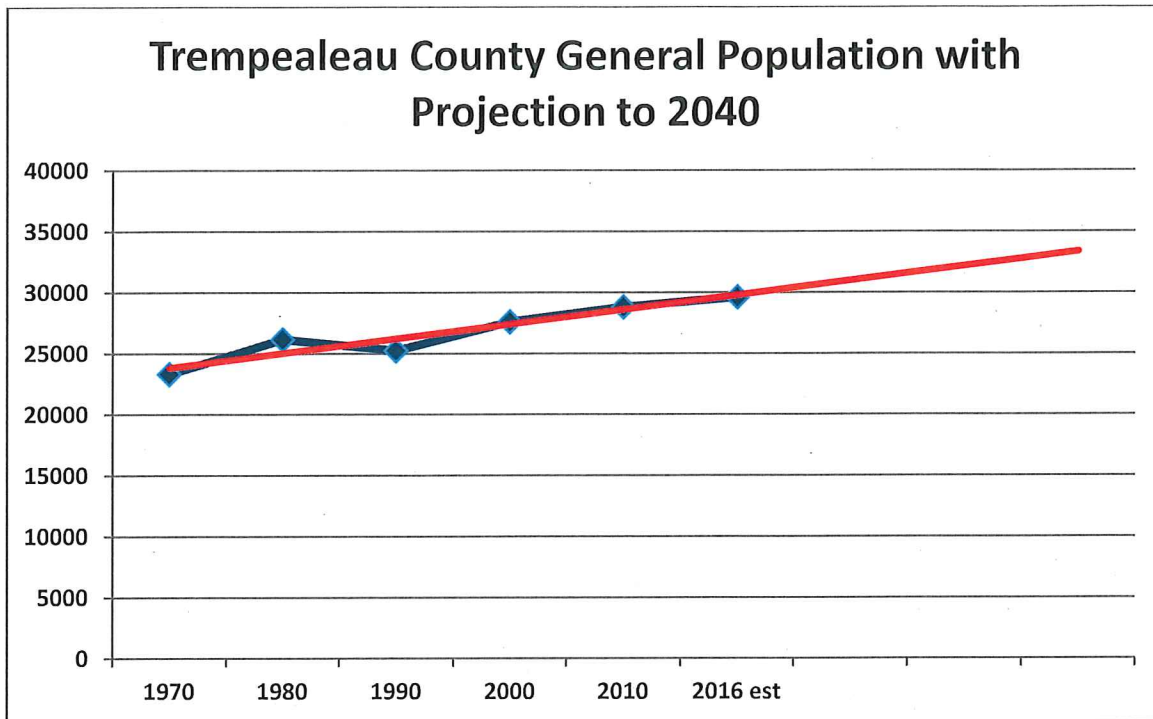
While some offenders may be diverted from the county jail, other inmate types may add to the jail population. Many jurisdictions that build a new jail find the jail to be populated at greater levels once the new jail opens. In Trempealeau County, there has been a long history of "suppressed usage" of the jail. Suppressed usage occurs when there were not always jail beds available for the inmate population, so some inmates were either released early or not incarcerated because of a lack of available jail bed space. The Jail Administrator currently spends much time each day attempting to get agencies or authorities to move or release inmates out of jail because of a lack of jail space. When new or more jail beds become available, "suppressed usage" is lifted with the availability of new jail beds and consequently, jail population rise. Measuring the level of suppressed usage is almost impossible. Consequently, providing jail population projections where suppressed usage has been common practice can become very difficult, as the prediction is likely lowered because of the suppressed usage factor.

Typically, jails are a reflection of whatever is happening in the local county in terms of social problems (or crimes), combined with the philosophy of the local justice system principals. Some justice system principals are the Judges, Sheriff, Police Chiefs, District Attorney, Defense Attorneys and Probation Supervisor. If the local system is tough on drunk drivers, drug dealers or crimes of domestic violence, that type of inmate is usually confined in the jail more commonly than other types of offenders. By examining the jail population, the prevalence of the local crimes and the philosophy of the justice system leaders becomes apparent. To better manage the jail population, the inmates of the jail should be examined on a constant basis, and not just when planning for new or expanded jail beds.

Considering the needs and growth in the community also supports jail projections. Conducting a geographic and social assessment of the community organization and structure can sometimes help in determining where jail populations are likely to come from in the future. Some affluent neighborhoods are not likely to add residents from their community to the jail while communities with poverty and high unemployment rates are likely to add to the jail numbers. Engaging in targeted crime prevention programs in these known areas or these areas that may develop over time, can help reduce future jail populations.

**Another question for the JPT to consider is "Will Trempealeau County experience a big increase or decrease in the general population or the economic conditions of the county in the next ten or twenty years?" Following in Chart# 1 is the expected trend for the county population growth through 2040, while using census data dating back to 1970. \* Data Source is US Census Bureau**

**Chart 1: Trempealeau County Population Projection**



**Table 1: Trempealeau County Population Statistics**

Year	total population	% Change
1970	23,344	-0.10%
1980	26,158	12.10%
1990	25,263	-3.40%
2000	27,610	6.90%
2010	28,816	6.70%
2016 est	29,633	2.80%

In Trempealeau County, the general population is not expanding greatly, but it has been steadily increasing over the last almost twenty years. Employment opportunity is high, and not only holds people in the county, but it also can draw new people to the area. By 2040, the county population is expected to be near 34,000, if the past growth trend continues forward. This is an increase of about 14.75% over today’s population. This leads a person to assume that the future general population in the county is likely to lead to a greater demand for jail beds in the future as well, because of the projected 14.75% general population growth. Increases in jail populations do not necessarily mirror the same rate of increase or decrease as changes in the general population, as there are many other variables added to the equation. However, it is reliable that one will follow the other up or down with the amount of impact at a fluctuating rate based upon other factors in the community.

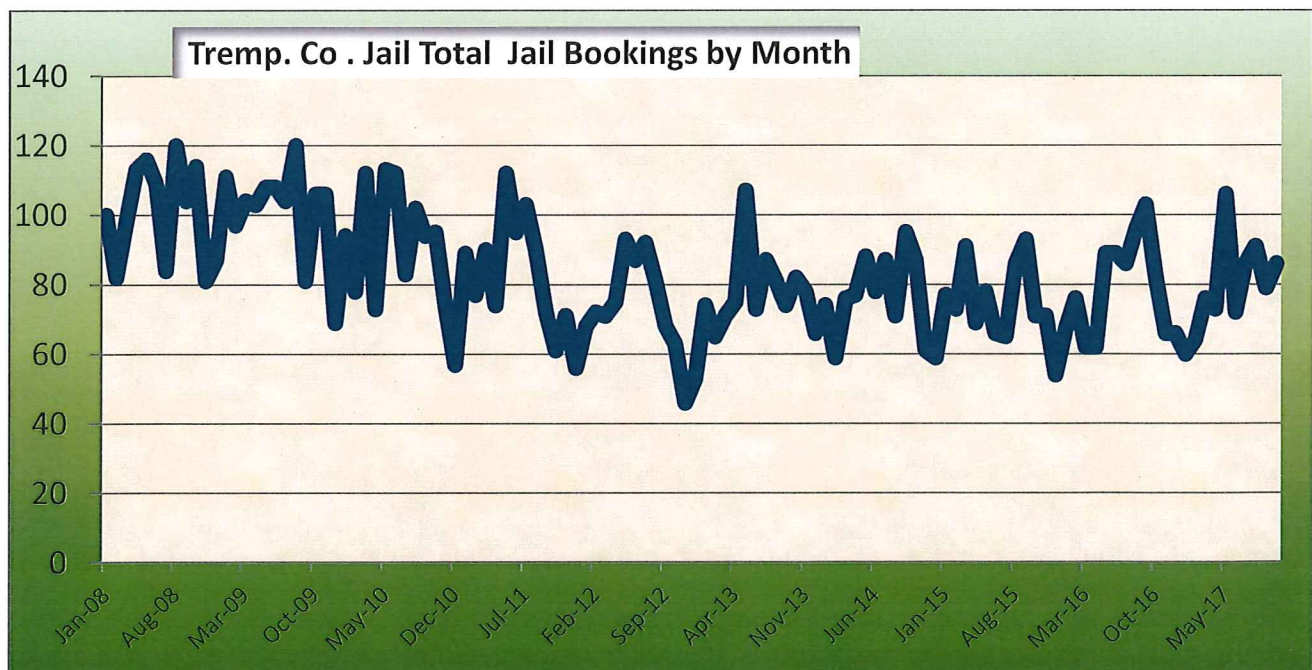
## Jail Data Analysis:

Two factors drive jail populations: How many are coming in (Bookings) and how long do they stay (Average Length of Stay or ALOS). If a goal is to manage the jails Average Daily Population (ADP), then both of these areas need to be analyzed and managed to meet population restraints or goals. These three areas, along with data on “Peak Populations,” are the primary areas to be studied in looking at past jail usage levels and future projections. Within those main data categories, analysts examine the same data by gender, classification and time lines.

Objective Jail Classification systems assess inmates for risk and need and assign jail housing based upon this security assessment. Jail beds that are more secure (Maximum, Administrative Segregation, Isolation, Protective Custody, Suicide Prevention, Detox, etc) are more expensive to build and operate than lower levels of security. It is important to not only know how many jail beds are needed but also what type of beds are needed. It is also important to know when and how these more secure beds are used.

“Bookings” brings the inmate into the jail and is typically the result of an arrest on a criminal charge, a variety of warrants, a start of a sentence, or the result of a court appearance. Bookings are usually driven by crime rates and by the frequency of bad behaviors by criminal offenders. The criminal offenders themselves, Sheriff Agencies, Probation Agents, Police and District Attorneys are the main agencies that determine and drive Booking rates. If using data from 2008 forward, the Booking projection would show an expected annual decrease for the future. If using the last four years of data (factoring the rise and fall shown), the insertion of a standard trend line would demonstrate an expected annual increase in expected bookings, suggesting more jail bed space will be needed (these trend lines are not shown). “Finding the norm” can be difficult but typically, the most recent years of practices are the ones most likely to be continued and replicated in the near future. When there is a change in the dynamics on how Bookings are driven, like a change in the Sheriff or in the District Attorney as will happen soon in Trempealeau, it can impact the projections. In this project, we will examine multiple jail data sets to establish defensible projections.

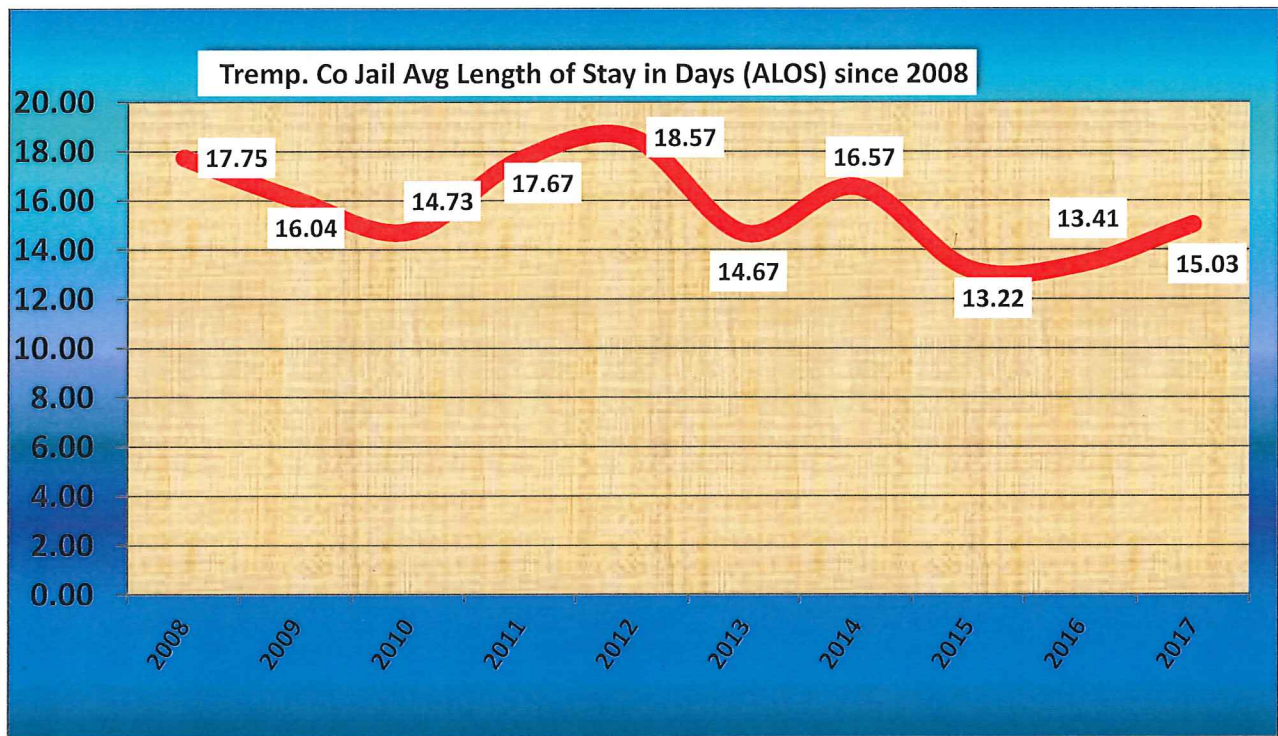
**Chart #2: Historical Data of Trempealeau County Bookings**



Next examined was the Average Length of Stay (ALOS). This data depicts how much time on average, every inmate booked into the jail serves in the Trempealeau County Jail. This would include time served out of county under the Trempealeau Circuit Court order, or time served on Electronic Monitoring. In Trempealeau County, the ALOS has been less than 19 days average each year, which is pretty typical in Wisconsin. However, in the last four years, it varies between 13.2 days and 16.5 days average per individual and this is a 20% difference. This type of difference in ALOS can drive ADP by the same 20% amount of variance. This demonstrates why managing ALOS is so important in managing jail populations.

Ideally, the jail data base would be collecting the ALOS data of sentenced and unsentenced inmates in such a way that the two could be separated for analysis, but the Trempealeau County Jail MIS does not differentiate between the two statuses. Unsentenced inmates can consume a majority of the jail bed days available if the court case flow is slow and inefficient, or if there is a change in the Judge, District Attorney or Public Defender. New leadership in any of those three positions has a learning curve that impacts the court case flow efficiencies and is reflected in longer ALOS for unsentenced inmates. This data offers excellent performance measurements for court management purposes and should be collected in the future if at all possible. With a relatively new Judge on the bench, and a new District Attorney coming on board soon, Trempealeau can expect to see longer ALOS in the near future.

**Chart #3: Trempealeau County Jail Historical Data on the Average Length of Stay**



ADP is the result of ALOS combined with the impact of Bookings. ALOS is a factor in ADP that can sometimes be managed by a local justice system easier than "Bookings." ALOS is impacted by length of time between court appearances for jail pre-sentence populations, length of sentences imposed post-conviction, length of time before disposing of probation violators, etc. If there is an expected increase in the ALOS, such as may occur with more inmates receiving longer sentences in the county jail instead of being sent to State prison, then the number of jail beds needed will increase with the longer expected ALOS. Also, if there is an expected shortfall in key court positions that cause a high or delayed court case flow, this too will result in longer time between court appearances for pre-

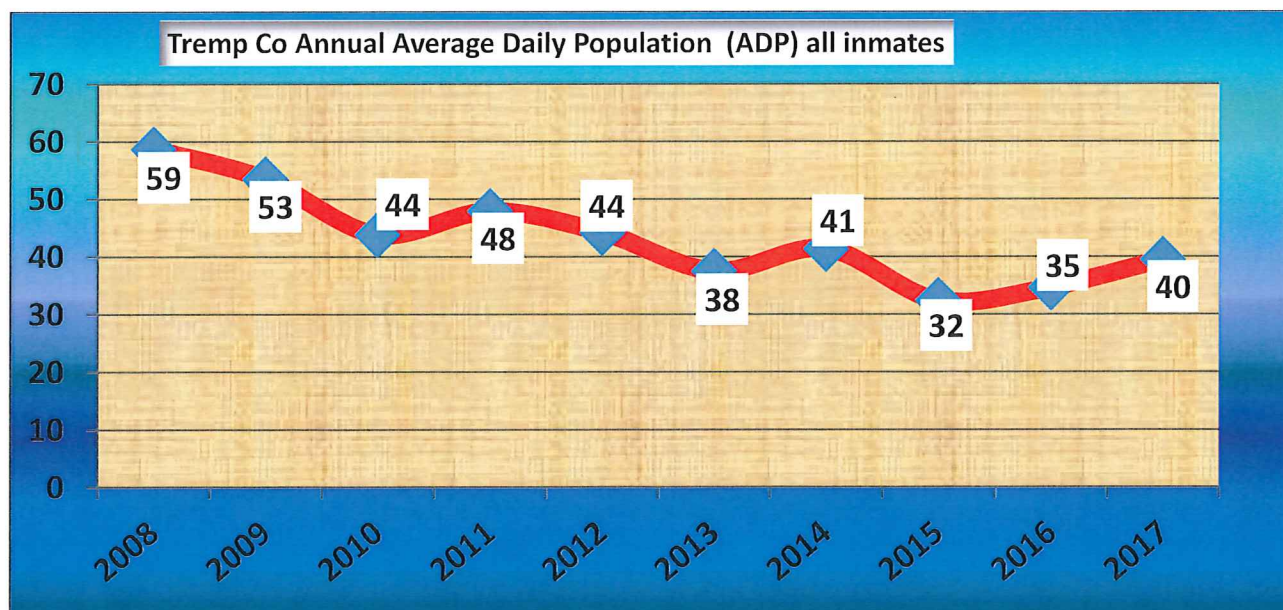
trial or unsentenced inmates, causing a rise in the ALOS for that group. As court case loads increase and staff positions are not added to the system through more judges, prosecutors or defense attorneys, jail populations will increase. Probation Agents time for processing Violators of Probation also impacts ALOS. Managing the ALOS will manage the jail bed days consumed and thus impact ADP and the need for jail beds in every classification and across both genders. Having all the stakeholders of the justice system in sync, improves efficiencies and can better manage ALOS. The CJCC should be responsible for justice system planning and management in this way. However, they need the tools and resources such as the jail and alternatives to incarceration to best manage the justice system outputs.

Another significant impact to ALOS is driven by changes in State law or local policy. If the State passes any minimum mandatory jail sentences that are longer than the county ALOS, then it will also impact the county's ALOS if significant amounts of inmates fall under the new minimum mandatory penalties. This can also come about when a minimum mandatory penalty exists and incentives are established for enforcement, either by a new District Attorney or Sheriff or through State incentives to ramp up prosecutions on certain offenses, such as; drunk driving, drug possession, or domestic violence.

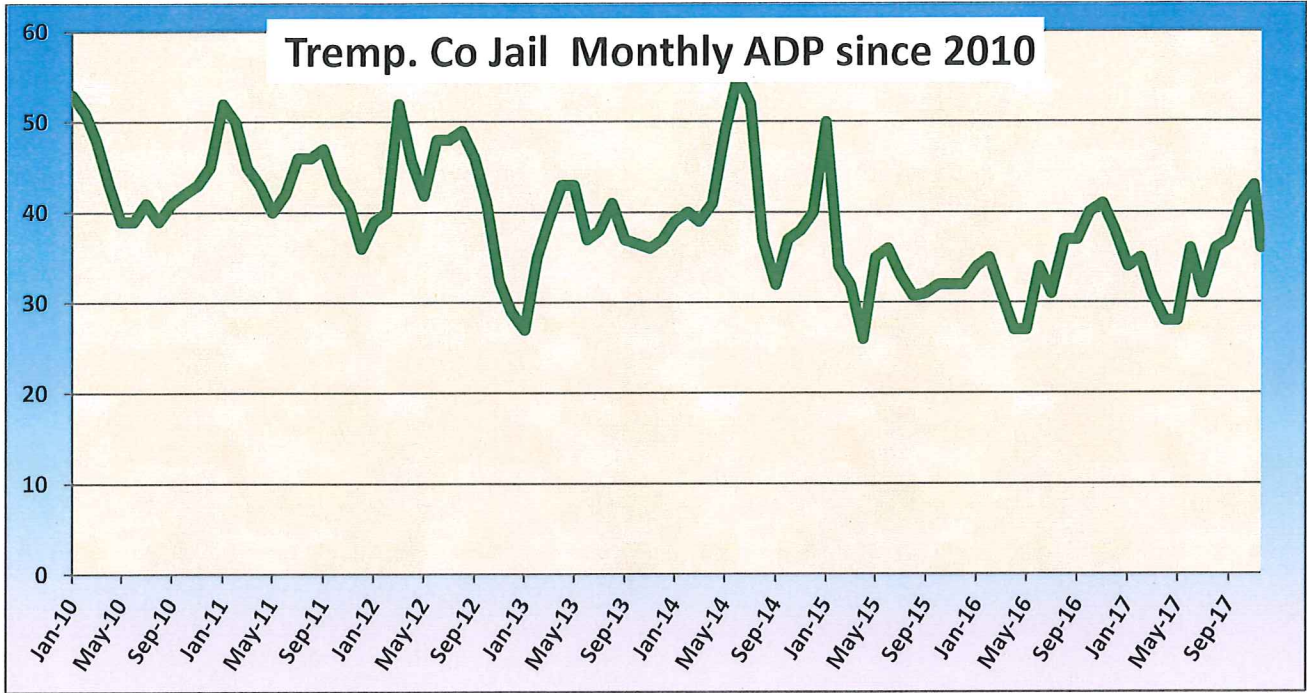
**The JPT needs to consider which jail populations may see an increase or decrease in ALOS in the near future and for how long will that increase or decrease occur? As well, what will be the impact of a new District Attorney and Sheriff on who gets locked up and on length of time to disposition?**

The Booking and ALOS create the Average Daily Population (ADP), which tells how many inmates on average, are held in the Trempealeau County Jail each day. For managing ADP, it is best measured in months instead of years. Every jail will have high and low population averages, depending on the time of the year. December is typically a month with a lower ADP, and the summer months or during months with large festivals, jail populations will rise. Averages are just that.....an average. They do not indicate what the high populations are or what the low population was, but rather it indicates the average. Chart #4 shows the annual ADP followed by a chart showing the monthly ADP. The annual ADP line chart shows the smoothing effect that occurs when averaged annually.

**Chart #4: Trempealeau County Jail Historical Data on the Average Daily Population**

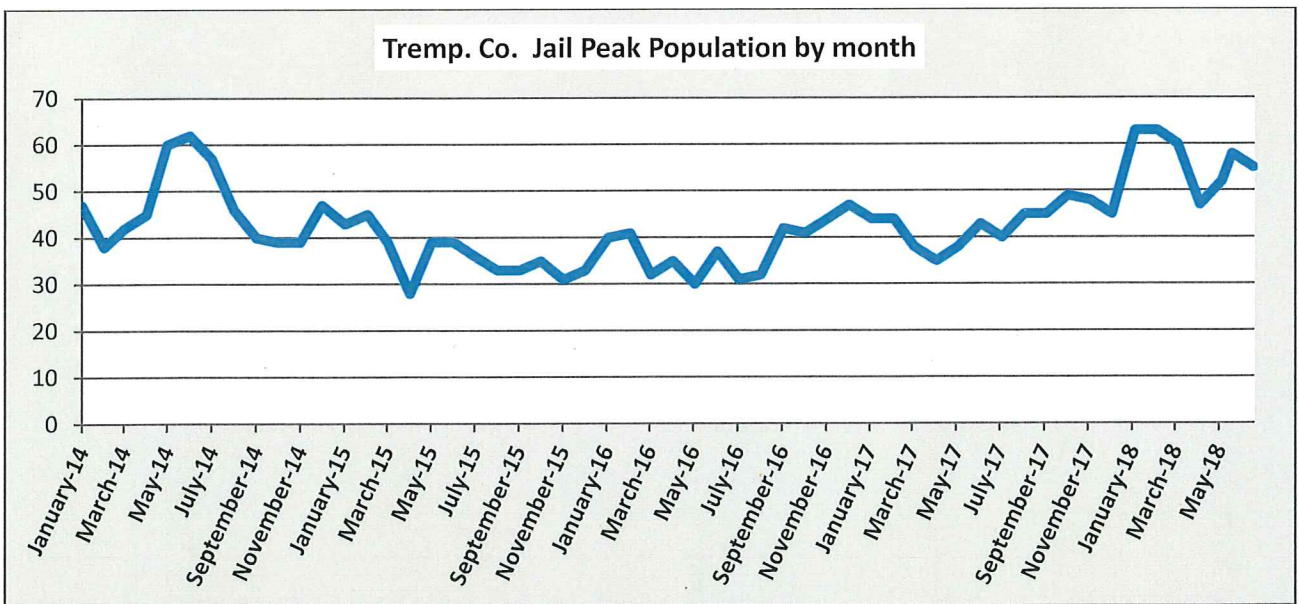


**Chart # 5: Trempealeau County Jail Historical Data on the Average Daily Population since 2010**



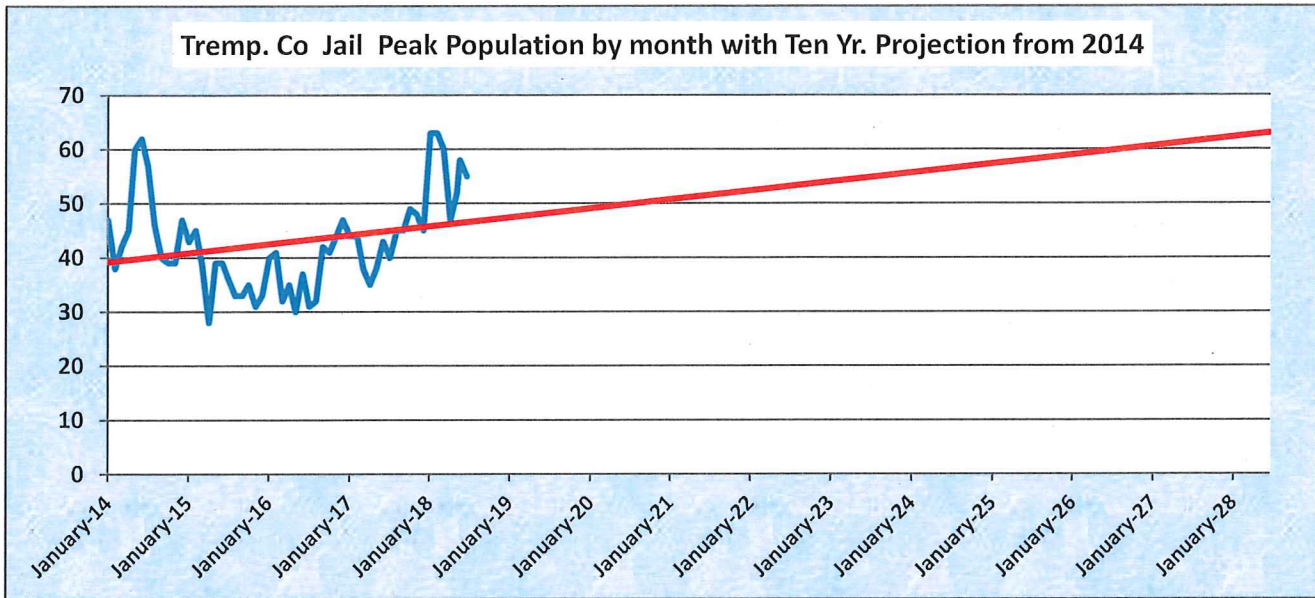
The monthly ADP data in Chart #5, shows some recent history with monthly high averages over 50 inmates, with the annual ADP not showing that high of an average at all. Jails need to have beds available when someone comes to jail, so considering Peak Populations are a main driver in establishing future bed needs. Just as with the annual ADP, the monthly ADP does not show the individual highs and lows of that month. Therefore, it was broke down even further to look at Peak Population levels. Chart #6 represents Peak Populations.

**Chart # 6: Trempealeau County Jail Historical Data on the Peak Population by Month since 2014**

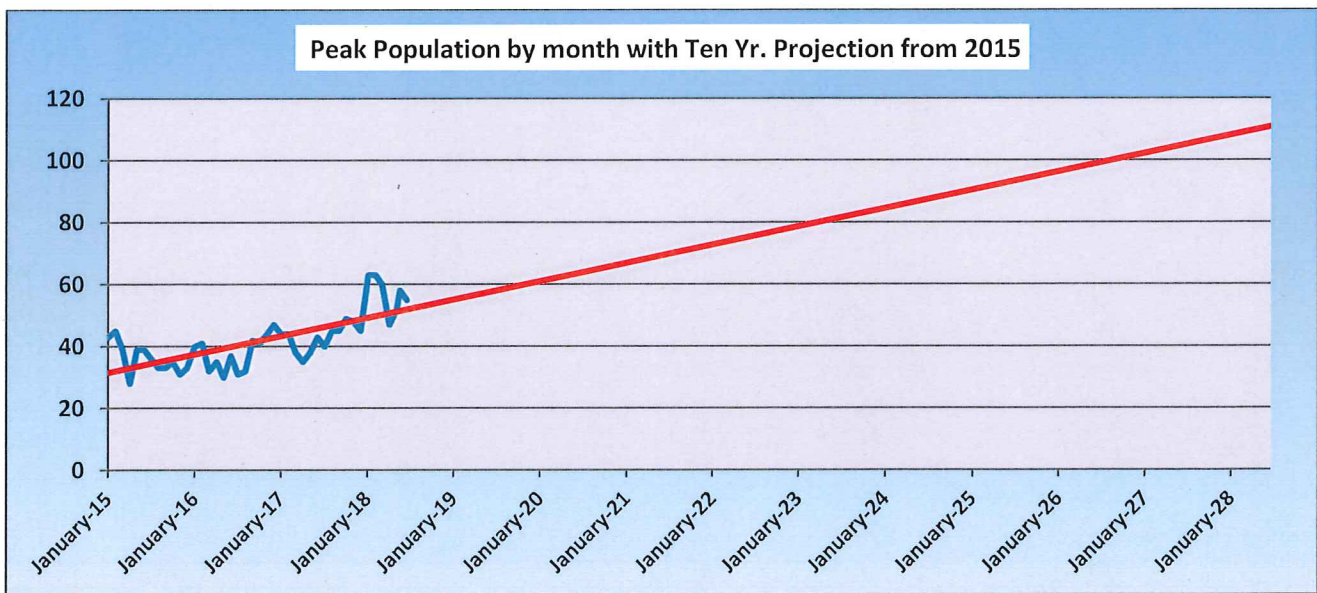


High peaks in inmate populations shows that in using past data between 2014 and to the present (2018) there is a common occurrence of 50 to 60 inmates held in the jail, during peak usage. When an inmate is booked into jail they need a cell or a bed to go to so routinely, jails need to account for peaking factors in establishing jail bed needs. The following two charts applies a straight line future projection to the Peak Population chart, based upon the last five years of data (Chart #7: data from 2014 through 2018 ytd), and the last four years of data (Chart #8: data from 2015 through 2018 ytd).

**Chart # 7: Trempealeau County Jail Historical Data on the Peak Population by Month, using data since 2014 to set the ten year projection**



**Chart # 8: Trempealeau County Jail Historical Data on the Peak Population by Month, using data since 2015 to set the ten year projection**



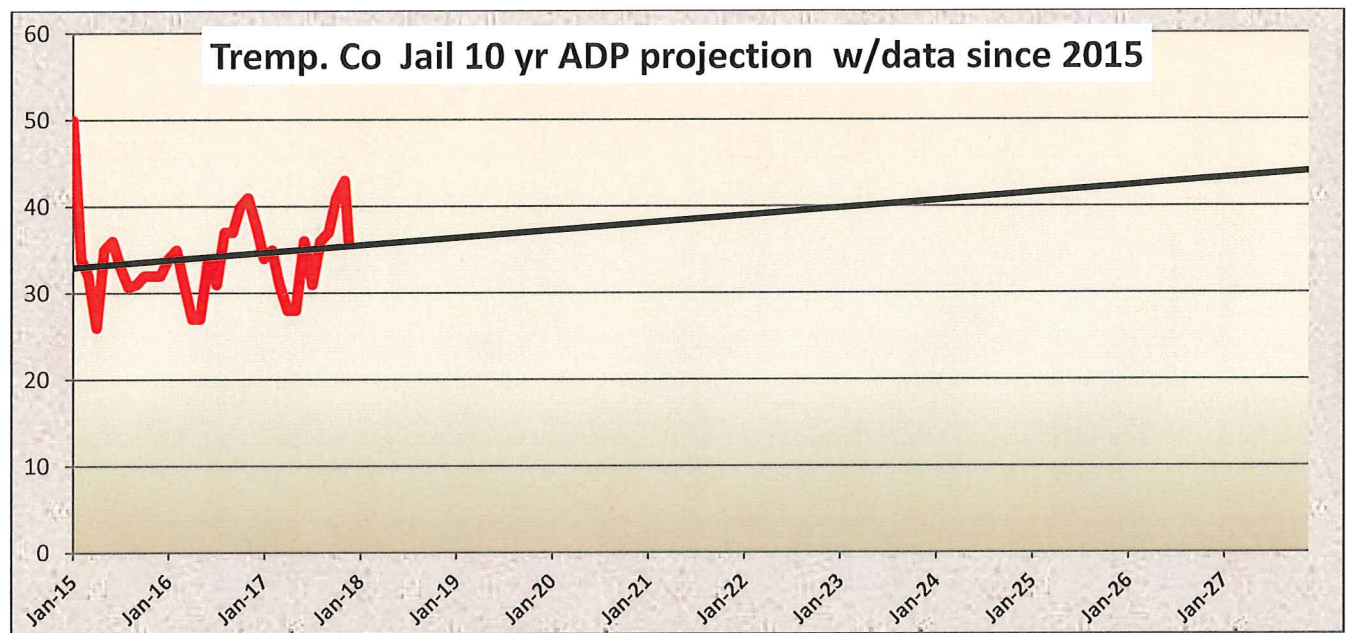
As can be seen with the Peaking projections offered in Charts #7 and #8, , adding or subtracting one year of data can make a huge difference in what the future projects to be. Therefore, it is critical for a JPT to determine what the



“expected normal” will be, based upon all of the data offered in the last four or five years of data analyzed. Setting the past timeline sets the future trend line.

Obviously, Charts #7 projection conflicts with the Chart #8 projection. To sort through this dilemma, reviewing the ADP projection ( which follows in Chart #9), brings some comfort in relying upon the Peak Population data to be used from 2014 forward to set the 10 year projection. The 10 year ADP projection calls for a daily need on average, of about 45 beds. Reconciling this with the Peak Population data then forces a decision between projections of approximately 65 beds or approximately 110 beds. Peak populations are commonly seen with up to a 50% greater number than the ADP, but it would be unusual and not typical to be greater than 100% of ADP. Therefore, the 65 bed Peak Population projection is more realistic and is the accepted projection in this instance, because it is consistent with a typical difference between ADP and peaks.

**Chart # 9: Trempealeau County Jail Historical Data on the Average Daily Population by Month, using data since 2015 to set the ten year projection**

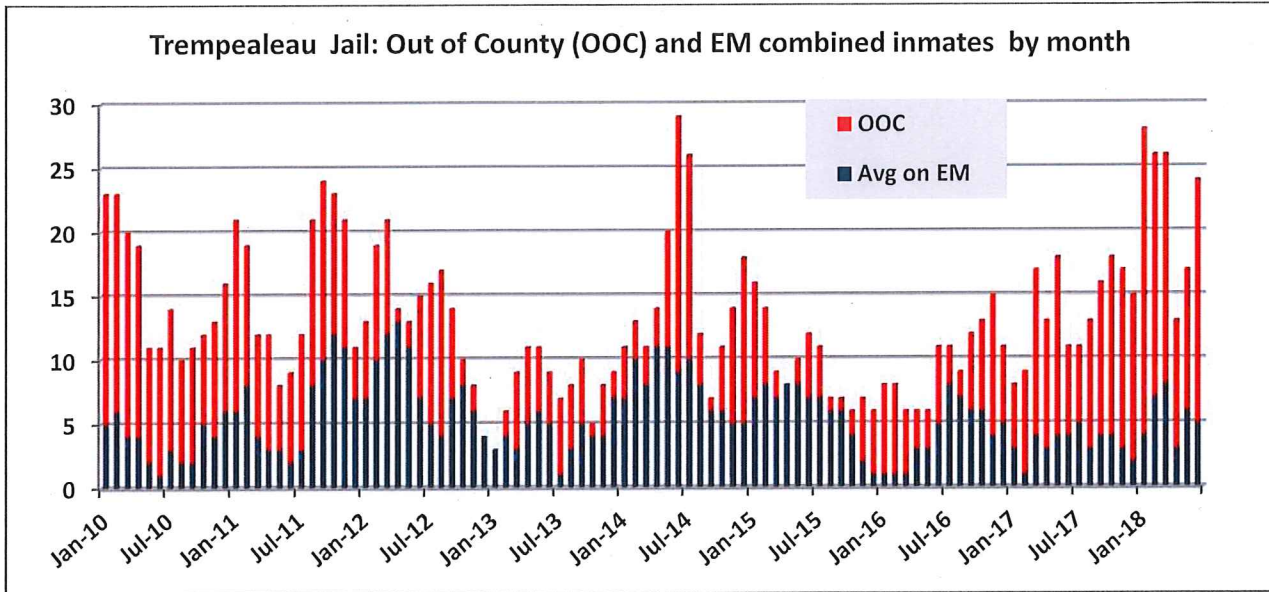


The offered ADP projection from 2015 forward ten years shows a need for an average of about 45 inmate beds. This does not account for any off-setting of jail bed that could be provided by alternative to incarceration programs, such as Home Confinement with the tool of Electronic Monitoring (EM). Trempealeau County has routinely used EM for low risk offenders as a means to reduce the need to house inmates out of county. All inmates who were incarcerated in Whitehall, or in a hosting out of county jail, or on Electronic Monitoring are accounted for in the ADP and Peaking projections. To utilize alternatives to incarceration, there must be agreed upon and maintained policies and procedures to ensure the program’s continuance. At present, it is assumed that if Trempealeau County did construct a new jail, then out of county housing of inmates would cease. All inmates held in custody would be in a jail in Whitehall. It is also assumed that EM would continue to be used in approximately the same manner as today, although that decision will be influenced by a new Sheriff and new District Attorney. There is also a possibility EM could expand use if the Huber Law program was modified from its current jail setting to a Home Confinement program. Huber inmates could conceivably serve their jail time and benefit from the Huber Law under a Home Confinement program. This is something La Crosse County and many other jurisdictions have done for years. There are draw backs to this program policy however. If there are Huber program violations, there then needs to be an in-

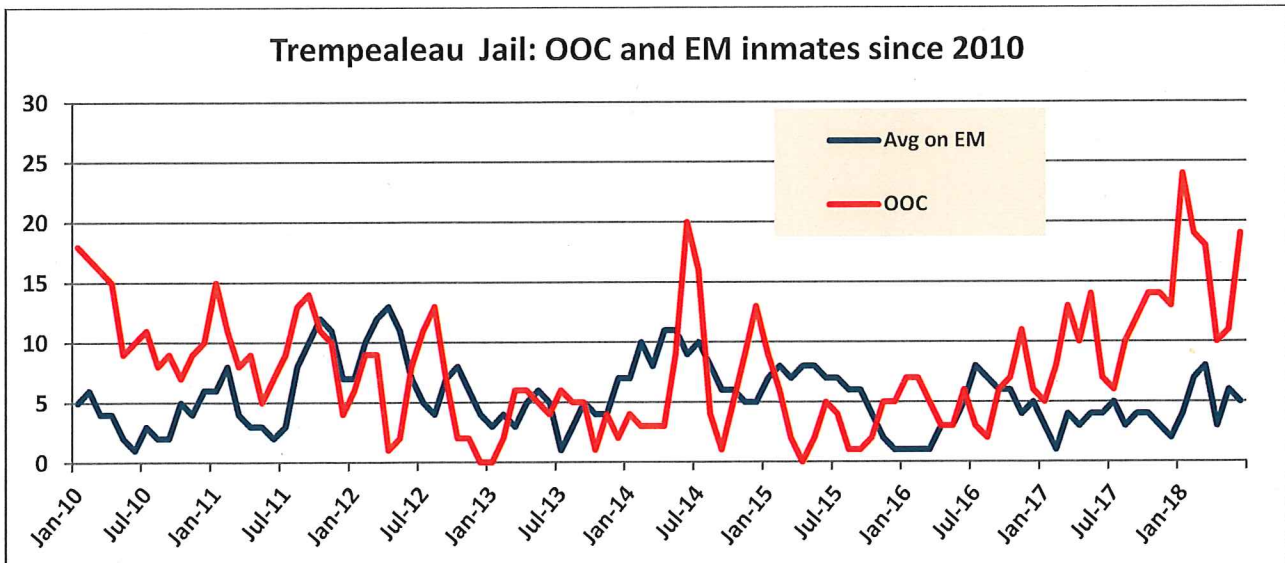
custody jail bed available. If there is no jail beds accounted for this type of sanctioning response, the program will struggle for success. Where and how Huber inmates are housed and dealt with in the future are all policy decisions that will impact jail bed projections.

Chart #10 and Chart #11 show the past usage levels of Electronic Monitoring and housing inmates out of county.

**Chart # 10: Trempealeau County Jail Historical Data on the Combined Average Daily Population of Inmates held out of county under contract and inmates on Electronic Monitoring, by Month**



**Chart # 11: Trempealeau County Jail Historical Data on the Average Daily Population by Month, of Inmates held out of county under contract and inmates on Electronic Monitoring**



Lastly, classification levels of inmates was examined to allow for the projecting of specific bed types that will be needed in the future. Once an overall number of jail beds is agreed upon, then the results of the classification study that was conducted can be applied to overall bed numbers.

What is critically important to understand, is that a jail is designed to offer beds under general housing assignments by classification, and in addition, specialized beds to meet the needs of the inmates and the jail operation. These specialized beds are not “counted” in the beds that are needed on an everyday housing classification assignment. As an example; temporary beds located in booking are needed to hold inmates at time of entry to the jail for intake. There may also be other beds near booking that are specialized for transport to court, to another facility, or to medical appointments. As well, Administrative Segregation or Discipline beds are for short term placements of inmates until their behavior improves enough to return to general population. The same is true for specialized beds that may exist for drug detoxification, suicide prevention, acute or sub-acute mental health and medical beds. All of these beds are critical to provide for the care and management of the inmate and for the safe and smooth operation of the jail. When the inmate is cleared to return to the general population, there must be an appropriately classified bed for them to go back into. Therefore these specialized beds don’t “count” as a permanent classified housing bed, so they must be accounted for in addition to the classified beds. Of course there is a real cost to these beds at time of construction, so they must be planned for carefully.

A limit to the Trempealeau County Jail database was that it did not collect classification data in any manner to allow for a full assessment of aggregated classification data. Consequently, Jail Administrator Captain Tonya Niederkorn gathered a broad set of sampled information over the most recent five years. Once the classification data was analyzed, it offered up a clear picture of the percentage of beds needed by each classification in the future. The results of Captain Tonya Niederkorn’s effort brings about a level of confidence in offering the following conclusions concerning bed numbers by classification types.

The following tables provide the percentage of beds needed for classified and assigned housing, under different scenarios. All begin with the foundation that whatever number is used in projecting total classified bed needs, will be the 100% mark used for the classification projections. The classification projection bed number, will then be calculated on the percentage of bed needs for each classification driven by the historical percentages of use by each classification and gender. Female inmates are a growing population nation-wide, and typically consume between 20% and 25% of projected jail beds. Trempealeau County recent history and projections is consistent with this nation-wide average range for females.

Table #2 is a scenario where future classification and programs that function under Huber Law and Home Confinement through Electronic Monitoring, remain exactly as they are currently operating :

**Table #2: Percentage of Jail Beds needed by Classification levels and programs as operated in 2018.**

Gender	Maximum	Medium	Minimum	Huber	Electronic Monitoring	Totals	Gender
Males	6%	40%	14%	8%	8%	76%	Males
Females	4%	10%	4%	4%	2%	24%	Females

In a scenario shown in Table #3, this is the percentage of classified beds needed if Home confinement were for some reason to be discontinued and the population from EM then becomes included in the minimum classified inmates. Huber continues to operate out of the Trempealeau County Jail in this scenario. Best and safest practices for managing Huber inmates that come and go from the jail daily, is to house these inmates separate from the rest of the classified housing units to prevent the introduction of contraband into the secure envelope of the jail.

**Table #3: Percentage of Jail Beds needed by Classification if Home Confinement discontinues, and Huber remains operating out of the Trempealeau County Jail**

Gender	Maximum	Medium	Min. with EM included	Huber	Totals	Gender
Males	6%	40%	22%	8%	76%	Males
Females	4%	10%	6%	4%	24%	Females

**Summary and Conclusions:**

Operational practices and state administrative code will influence the jail design and will impact the exact number of beds constructed. For instance, minimum square footages are required for housing inmates and day room or program space factors into this square footage determination and the design as well. As common or shared facility spaces become defined, then the exact number of beds will be determined by some factors related to the overall footprint of the facility which will set the number of cells early on in the design process. This project gives the architects a starting point to establish those initial square footages. Typically, jail beds will end up being even numbers if housing is planned for two or four bed cell configuration. Maximum, medium and specialized beds will fall into this category. Minimum and Huber will not likely fit into that number of configured cell structure, as they will be more open bunk and bay, and consequently less expensive.

The data analysis provided here, offers many options to consider before finalizing a jail bed projection into a forecast. Projections are based upon the assumption that there will be no changes in the future so past trends will repeat themselves. This report clearly outlines those projections. Forecasting engages the stakeholders from the justice system and community into a dialogue about what the future jail and community based programs should accomplish and look like. It is recommended the Trempealeau County Board and the CJCC engage in this forecasting dialogue and decision making ASAP.

The projections basically show a consistent occupancy level for about 65 inmate beds within 10 years. To provide for this design bed need, there will be another bed adding factor that is described as bed needs based on “operational capacity.” The operational capacity is caused by the impact of not always having the correct number of beds available that match the inmate classification. For instance, when the maximum female unit is full at four (4) beds, adding a 5<sup>th</sup> inmate may require taking another housing unit out of rotation. This then makes open beds unavailable for that other classification, leaving them empty. Courts also require some co-defendants to “keep separate” which can also restrict the use of available beds. The operational capacity usually reduces the design capacity between 10% and 15%. To counter that impact, 10% to 15% needs to be added into the projections to account for operational capacity issues.

After including the beds needed for Average Daily Population, Peak Populations, and Operational Capacity, then current projections provide a range of jail beds needed between 78 and 100 beds, depending on the future location of Huber and if Home Confinement were to continue as it is currently functioning. Specialized beds would be in addition to that range of beds, and a significant amount of these specialized beds could be mental health and medical beds. There needs to be a decision if these medical and mental health types of special beds will be included in future jail planning.

Within this range of jail beds, staffing patterns are not likely to be impacted by the swing of bed numbers, assuming there is proper jail design and Direct Observation of the housing units from a single point of Central Control. The classified housing staffing pattern would consist of one (1) Control Operator and one (1) Floor Rover that would be a 24/7 staffing pattern with a total of 11 staff members expected for full annual coverage. These two staff posts could conceivably monitor up to about 120 inmates in classified housing. There would be additional staff in the Booking area as well as the nearby Huber Dorm, and specialized housing areas. Design and duties will drive the staffing patterns needed outside of the classified housing areas. This will likely result in a range between one (1) and three (3) staff, with one of these likely a working supervisor position, and perhaps not all of them being 24/7. Until there are decisions on Huber and on specialized beds, and until there is a concept facility design, staffing patterns outside of the classified housing units is purely conjecture.

Jail construction costs typically represent about 15 to 20% of the total cost of the jail over its expected lifetime. An example; A jail that has a 10 million dollar jail construction cost, will have a 25 year operational cost of between 35 and 50 million dollars. These are operational expenses to include costs of inmate care, food, energy, clothing and linens, office supplies, and staff labor, among other things. Operational cost is primarily driven by the cost of staffing. Planning the jail operations, through agreed upon Policy, Procedures and Program plans made prior to facility design will drive the staff patterns. Therefore, it is recommended that jail operational plans are made as part of the next steps, so that these policy, procedure and program ideas can be conveyed to the architect for consideration of facility floor plans and design. This might best occur under a Jail Master Planning effort where among other things, a concept design can be developed which will give greater detail to capital project cost estimating and the longer term operational costs. Staffing needs should be part of that concept development.

Table #4, presented on the following page, summarizes the jail bed projections by number of beds needed for various housing assignments and both genders. It should first generate discussion on the future mission and services of the jail and secondly, be used as the beginning point for facility concept development.

A most critical element of jail planning is to leave flexibility for the future. Flexibility in design, for changing or additional programming, for unassigned space, for additional expansion, and for constantly changing laws and needs of inmates. A comprehensive Jail Master Planning project can ensure that flexibility is designed into the facility development and this too, is being recommended.

**Table #4: Jail Bed Recommendations based upon 10 year projection, without the benefit of forecasting discussions, and planning for future Population Management strategies and decisions on Huber and Home Confinement.**

<b>Number of General Population Inmate Placements by Classification at 100 Inmates (90 Actual Jail Bed)</b>							
Gender	Maximum	Medium	Minimum	Huber	*Electronic Monitoring	Totals	Gender
Males	6	40	14	8	8 (0 Actual Jail Beds provided)	68	Males
Females	4	10	4	4	2 (0 Actual Jail Beds Provided)	22	Females
* Electronic Monitoring would continue and reduce need from 100 beds, dropping the beds to 90 actual beds							
<b>Number of General Population Inmate Placements by Classification at 100 Inmates (78 Actual Jail Bed)</b>							
Gender	Maximum	Medium	Minimum	** Huber	*Electronic Monitoring	Totals	Gender
Males	6	40	14	8 (0 Actual Jail Beds provided)	8 (0 Actual Jail Beds provided)	60	Males
Females	4	10	4	4 (0 Actual Jail Beds Provided)	2 (0 Actual Jail Beds Provided)	18	Females
* Electronic Monitoring would continue and reduce need from 100 beds, dropping the beds to 90 actual beds							
** Huber would occur under Home Confinement (not in jail) and would reduce the 90 beds needed to 78 actual							
<b>***Number of Specialized Jail Beds by Type at 78, 90 or 100 Jail Bed Need Number Established</b>							
Gender	Protective Custody or Admin Seg	Booking Isolation	Detox Isolation	Suicide Prevent	Med and Mental Health	Totals	Gender
Males	2	2	1	0	4	9	Males
Females	1	1	0	0	2	4	Females
Swing	1	1	1	2	2	7	Swing
*** Must also consider secure space (without beds) for court staging, transport and awaiting bond posting							

## **Recommendations:**

Trempealeau County is at the early point of jail planning. This project allowed for some early first steps and some discussions to occur about how the jail will be planned to serve and expected maximum jail population of between 78 and 100 inmates. Final bed count will be driven by policy decisions on how Huber and Electronic Monitoring inmates will be supervised in the future. A best practice for jail planning is to engage in overall "Master Planning" for the criminal justice system, to include a review and plan for future policies, procedures and facilities. With that in mind, the following recommendations are respectfully offered:

Recommendation #1: Form a local Jail Planning Team (JPT). Members of the CJCC, as well as other key stakeholders from the community should be recruited and asked to participate on this work group.

Recommendation #2: The JPT should lead a discussion and decision making process in the community on the future use of the jail and the ability to expand, modify, or create other justice system resources, such as alternative to incarceration programs, that will impact the jail bed numbers projected for ten years.

Recommendation #3: Hire a qualified architect, with a successful history of credentialed and specialized projects of jail work, to develop an architectural program to better identify the more specific facility components, functions, and square footage needs for any facility that is to be considered. This will allow for an "Operational Program" to be worked through, and allow for greater information concerning the potential construction and operating costs for a facility, as well as factors that will be used during the site selection process.

Recommendation #4: Using the square footages established as part of recommendation #3, "test fit" the square footages into the sites that are to be considered as potential locations for a future facility to aid in the site selection process.

Recommendation #5: After test fitting occurs on the sites, examine other site selection criteria and create an objective matrix system to rank potential sites and assist in overcoming the challenges of site selection in the facility planning process.

Recommendation #6: With the services provided by the qualified architect, develop "Facility Concepts" based upon the square footages determined, the possible site(s), the adjacencies and relationships between functions and offices, the surrounding architecture, and the agreed upon operational practices that will be in place in the new facility. This should result in draft floor plans, elevations, exterior configurations, capital investment and ongoing operational cost estimates. This will provide some visual aids into what the facility will look like, once built.

Recommendation #7: Engage in a strong and well developed community outreach effort to keep the citizens and tax payers of Trempealeau County informed and engaged in the process.